UTAH ARMY NATIONAL GUARD

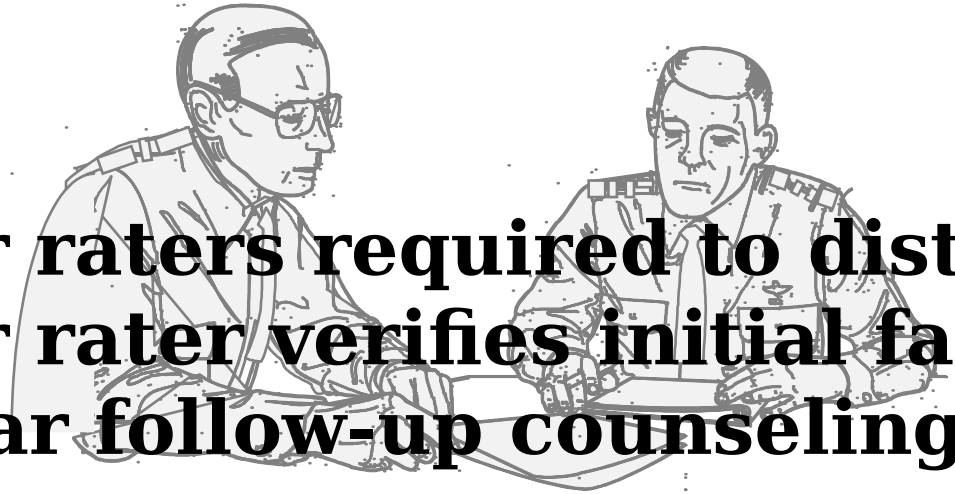
Officer Evaluation Reporting System

67-9 OER

- **Provides boards adequate discrimination.**
- **Reestablishes field impact on selection of future leaders.**
  - *Opportunity to advance the "Best"*
  - *Confidence that others cannot inflate*
- **Easy as possible on Senior Raters**
- **Retains Hope**
- **Improves Counseling**

IMPROVED LEADER COMMUNICATION

REINVIGORATED SUPPORT FORM!



- **Senior raters required to distribute two l**
- **Senior rater verifies initial face to face co**
- **Regular follow-up counseling documente**

"Commander's Intent" flows down

Performance Linked

clear

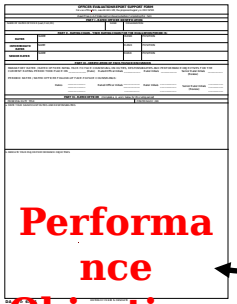
transmitted down

- ***Mission and***
- ***Rater expectations***
- ***Command Policies***
- ***Developmental***

JUNIOR OFFICER DEVELOPMENTAL SUPPORT FORM

CONCEPT

CW2-CW5/CPT-MG:



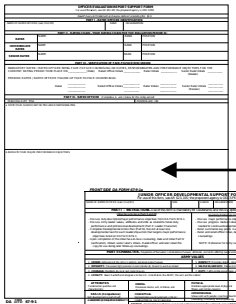
Performance Objectives

MISSION REQUIREMENTS and MISSION TASKS

SPT FORM

LTs/W01s:

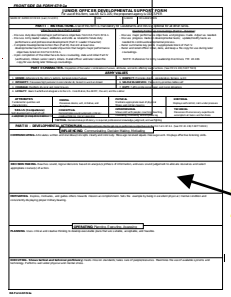
SPT FORM



MISSION REQUIREMENTS (Objectives)

AND

DEVELOPMENTAL TASKS



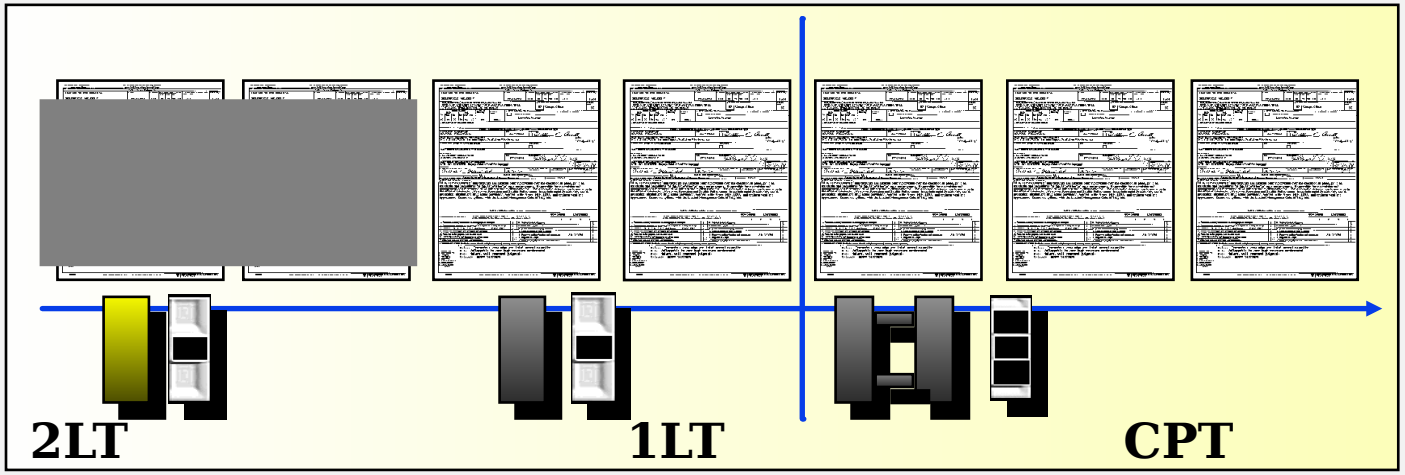
WORKSHEET

- **DEVELOPMENTAL TASKS (JODSF)**
  - * ***BASED ON MISSION (SUPPORT FORM)***
  - * ***FOCUSED*** **ON LEADERSHIP DOCTRINE**
- **MANDATORY QUARTERLY COUNSELING**
- **SR RATER APPROVAL/OVERWATCH**

INTEGRATES

Development with Performance

Masking Early OERS



"ZERO DEFECTS"

ISSUES:

- **Quality of junior officer assignment varies**
- **Intensity of junior officer experience varies**
- **Speed of integration into Army culture var**

NEW POLICY

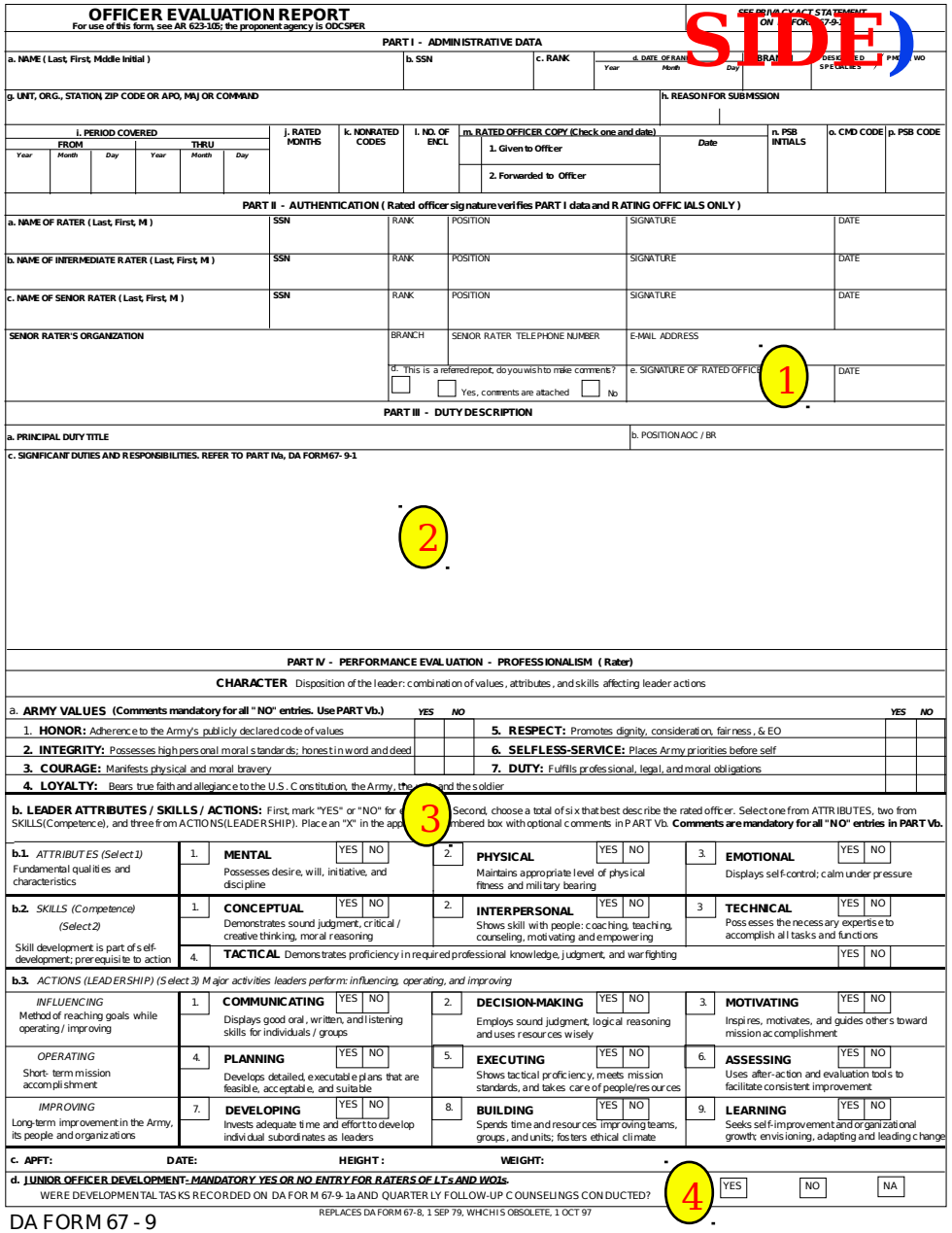
- **2 LT reports masked after promotion to CPT**
- **WO1 reports masked after selection**

RATER TIPS

Rater has primary responsibility for counseling / mentoring

- **Pass Support Form 2 levels down**
- Require subordinates' Support Forms in return
- Set aside time to Coach/Counsel .....***Do it Early***
- **Enforce JODSF** -- Are there Tasks/Is there Counseling
- Learn OPMS XXI -- Started 1 Jan 99
- **Advocate your best to senior rater** -- *Remember senior rater is limited to the number of ACOM*

DA FORM 67-9 (FRONT SIDE)



OFFICER EVALUATION REPORT
For use of this form, see AR 623-105; the proponent agency is ODCSPER

SEE PRIVACY ACT STATEMENT ON REVERSE OF DA FORM 67-9-1

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial) | b. SSN | c. RANK | d. DATE OF RANK (Year, Month, Day) | e. BRANCH | f. DESIGNATED SPECIALTIES | PMOS | WO

g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND | h. REASON FOR SUBMISSION

i. PERIOD COVERED — FROM (Year, Month, Day) THRU (Year, Month, Day) | j. RATED MONTHS | k. NONRATED CODES | l. NO. OF ENCL | m. RATED OFFICER COPY (Check one and date): 1. Given to Officer, 2. Forwarded to Officer — Date | n. PSB INITIALS | o. CMD CODE | p. PSB CODE

PART II - AUTHENTICATION (Rated officer signature verifies PART I data and RATING OFFICIALS ONLY)

	SSN	RANK	POSITION	SIGNATURE	DATE
a. NAME OF RATER (Last, First, MI)					
b. NAME OF INTERMEDIATE RATER (Last, First, MI)					
c. NAME OF SENIOR RATER (Last, First, MI)					

SENIOR RATER'S ORGANIZATION | BRANCH | SENIOR RATER TELEPHONE NUMBER | E-MAIL ADDRESS

d. This is a referred report, do you wish to make comments? ☐ Yes, comments are attached ☐ No | e. SIGNATURE OF RATED OFFICER | DATE

1

PART III - DUTY DESCRIPTION

a. PRINCIPAL DUTY TITLE | b. POSITION AOC / BR

c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1

2

PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)

CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. **ARMY VALUES** (Comments mandatory for all "NO" entries. Use PART Vb.)

	YES	NO		YES	NO
1. **HONOR:** Adherence to the Army's publicly declared code of values			5. **RESPECT:** Promotes dignity, consideration, fairness, & EO		
2. **INTEGRITY:** Possesses high personal moral standards; honest in word and deed			6. **SELFLESS-SERVICE:** Places Army priorities before self		
3. **COURAGE:** Manifests physical and moral bravery			7. **DUTY:** Fulfills professional, legal, and moral obligations		
4. **LOYALTY:** Bears true faith and allegiance to the U.S. Constitution, the Army, the [illegible] and the soldier					

3

b. **LEADER ATTRIBUTES / SKILLS / ACTIONS:** First, mark "YES" or "NO" for [illegible]. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS(Competence), and three from ACTIONS(LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. **Comments are mandatory for all "NO" entries in PART Vb.**

b.1. *ATTRIBUTES (Select1)* Fundamental qualities and characteristics	1.	**MENTAL** Possesses desire, will, initiative, and discipline	YES NO	2.	**PHYSICAL** Maintains appropriate level of physical fitness and military bearing	YES NO	3.	**EMOTIONAL** Displays self-control; calm under pressure	YES NO
b.2. *SKILLS (Competence) (Select2)* Skill development is part of self-development; prerequisite to action	1.	**CONCEPTUAL** Demonstrates sound judgment, critical / creative thinking, moral reasoning	YES NO	2.	**INTERPERSONAL** Shows skill with people: coaching, teaching, counseling, motivating and empowering	YES NO	3	**TECHNICAL** Possesses the necessary expertise to accomplish all tasks and functions	YES NO
	4.	**TACTICAL** Demonstrates proficiency in required professional knowledge, judgment, and warfighting	YES NO						
b.3. *ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving*									
INFLUENCING Method of reaching goals while operating / improving	1.	**COMMUNICATING** Displays good oral, written, and listening skills for individuals / groups	YES NO	2.	**DECISION-MAKING** Employs sound judgment, logical reasoning and uses resources wisely	YES NO	3.	**MOTIVATING** Inspires, motivates, and guides others toward mission accomplishment	YES NO
OPERATING Short- term mission accomplishment	4.	**PLANNING** Develops detailed, executable plans that are feasible, acceptable, and suitable	YES NO	5.	**EXECUTING** Shows tactical proficiency, meets mission standards, and takes care of people/resources	YES NO	6.	**ASSESSING** Uses after-action and evaluation tools to facilitate consistent improvement	YES NO
IMPROVING Long-term improvement in the Army, its people and organizations	7.	**DEVELOPING** Invests adequate time and effort to develop individual subordinates as leaders	YES NO	8.	**BUILDING** Spends time and resources improving teams, groups, and units; fosters ethical climate	YES NO	9.	**LEARNING** Seeks self-improvement and organizational growth; envisioning, adapting and leading change	YES NO

c. APFT: DATE: HEIGHT: WEIGHT:

d. **JUNIOR OFFICER DEVELOPMENT-** ***MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s.***
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? YES NO NA

4

DA FORM 67 - 9 REPLACES DA FORM 67-8, 1 SEP 79, WHICH IS OBSOLETE, 1 OCT 97

1. RO signs last, ***Allow for Time***

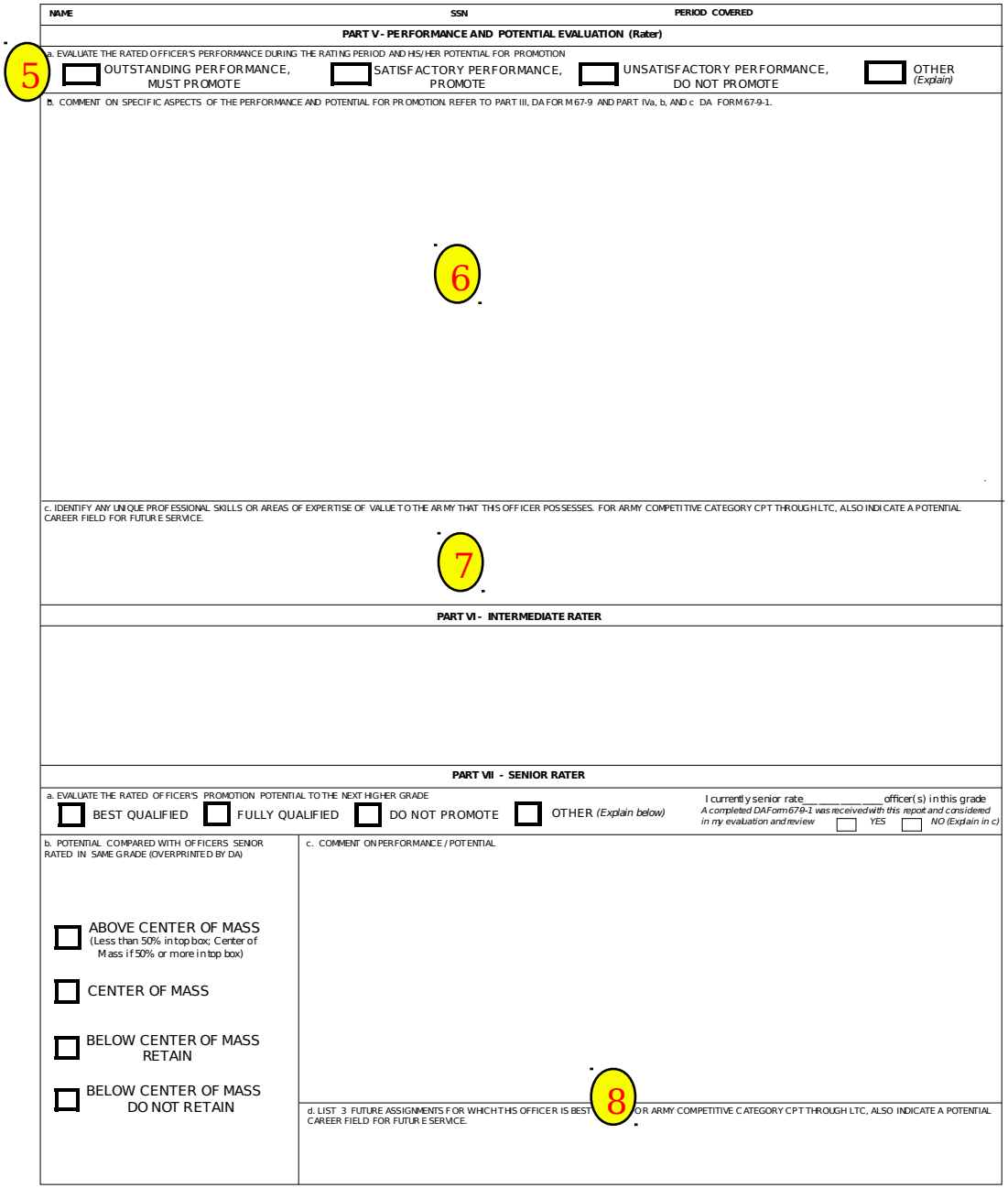
2. Scope of Responsibilities

3. <u>No</u> is Bad

Leader Word Picture - ***No "School Solution"***

4. For Evaluation of Raters of LTs & WO1s

DA FORM 67-9 (REVERSE



NAME | SSN | PERIOD COVERED

PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)

5

a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION

☐ OUTSTANDING PERFORMANCE, MUST PROMOTE ☐ SATISFACTORY PERFORMANCE, PROMOTE ☐ UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE ☐ OTHER *(Explain)*

b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND c DA FORM 67-9-1.

6

c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

7

PART VI - INTERMEDIATE RATER

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

☐ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

I currently senior rate_____officer(s) in this grade

A completed DA Form 67-9-1 was received with this repot and considered in my evaluation and review ☐ YES ☐ NO *(Explain in c)*

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

☐ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)

☐ CENTER OF MASS

☐ BELOW CENTER OF MASS RETAIN

☐ BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE / POTENTIAL

8

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST ... OR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

5. To Date Most RO's viewed as *Outstanding*

6. Performance & Potential. Put Potential at the end of the narrative. Effective 1 Oct 02, use a double space to separate the two portions.

7. NOT Potential - Unique Skills etc..
Optional *-Unique Professional Skills/Expertise*

Mandatory effective 1 Jan 99- For ACC CPT thru LTC must recommend a Career Field (CF/BR or CF/FA)

8. Potential Comments in narrative *(VIIc),* Three Future Assignments and Career Field in *(VIId)*

Watch !

Common OER Processing Errors

- Part II - Invalid Rater/Senior Rater
- Part II - Referred OER not referred
- Part IV.b - Block checks missing
- Part IV.d - HT/WT Yes/No missing
- Part V.b - No potential comments (Mandatory)
- Part V.c - Raters consistently put potential comments
- Part VII.d. - No recommended Career Field

Unique Professional Skills/Area of Ex

Recent notable examples taken from Part Vc of t

- **Uniquely qualified in amphibious operations as a certified fire support planner…**
- **Expert in strategic nuclear deterrence policy and operatio**
- **A thorough knowledge of Middle Eastern culture and polit**
- **Possesses excellent computer skills and a demonstrated ex systems automation…**
- **Has vast experience and an avid interest in Unmanned Aer (UAV) technology; can serve as a key player in formulating fu for these systems…**
- **Along with superior advocacy skills, he possesses an exten of immigration law…**

OPMS XXI Career Fields

Operations

Basic Branches

FA 39 PSYOP and Civil Affairs

Operational Support (OS)

FA 48 Foreign Area Officer

FA 51 Army Acquisition Corps

Information Operations (IO)

FA 24 Information Systems Engineering

FA 30 Information Operations

FA 34 Strategic Intelligence

FA 40 Space Operations

FA 46 Public Affairs

FA 53 Information Systems Management

FA 57 Simulations Operations

Institutional Support (IS)

FA 43 Human Resource Management

FA 45 Comptroller

FA 47 Academy Professor, USMA

FA 49 Operations Research/Systems An

FA 50 Force Management

FA 52 Nuclear Research and Operation

FA 59 Strategic Plans & Policy

Effective 1 JAN 99, OPMS XXI Career Field comments by Rater in part Vc & Senior Rater in Part VIId are mandatory for ACC CPT thru LTC on the OER. See MILPER MSG NR 98-194 for details.

Example: “Would serve Army best in CF/BR” or “Would serve Army best in CF/FA”

Senior Rater "Rating Philosophy"

- **Mission: Identify your best.**

- **Develop "Rating Philosophy"** and **consider communicating it to rated officers.**

- **Decide how to give ACOM's based on performance and potential (not position).**
  - *Give at least one to officers you believe to be a must select for promotion/command/school.*

Possible Approaches {

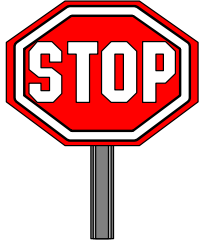
and/or

- *Maximize ACOM's on only the very best in your population.*

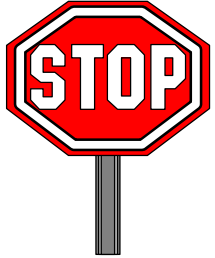
- **Plan ahead, think series of reports** (number of times you will senior rate an officer); **Use ACOMs Sparingly.**
  - ***Trends occurring***:
    - *Many are giving COM's to most rated officers' on first rating followed by ACOM if deserved (exception: 1st OER on one of the best going before a board).*
    - *Most appear to be aiming at 1/3 ACOMs + or - depending on population (Remember, leave a cushion for unexpected rating situations).*

SENIOR RATER TIPS

- **Know your Population, e.g. How they perform, When they go before boards, When reports will be due……..**
- **Look Ahead, *Establish a Plan*, Develop rating philosophy based on "Center of Mass" norm -- Goal is 1/3 in Top Box, ensure Top Box is always less than 1/2**
- **Review rating chains; combine small populations into larger groups where possible, allowing for a Broader View and a Better Comparison.**
- **Consider Start-up Costs (1st 4 reports in each grade, only 1 ACOM)**
- ***Cannot* Hold OERs Past 90 Days**
- **Remember -- Lieutenants/WO1s are Profiled Separately (SR will have one Profile for 2LTs, one for 1LTs, and one for WO1s)**



SENIOR RATER TIPS



Don’t Exaggerate

- “A future GO”, “will be the best BDE CDR” (LT)
- “One of the bright young officers upon who’s shoulders the future of Army Aviati
- “In fact, skip CPT and promote to MAJOR.” (LT)
- “If I could prove it _____ is a LTC disguised as a LT.”
- “Always promote and school early.”

Don’t Be Frivol

- “Eats taskings like candy.”
- “WIZARD of the GREAT NORTH.”
- “Gleam in his eye, fire in his belly.”
- “One of the top four studs in the BN.”
- “Midas touch of gold.”
- “This one officer justifies every dollar spent on recru

Don’t say:

Concur with rater,

6+ Officer

Don’t Be Stupid

- Job description on 3 month OER “Military liaison for Santa's Workshop.”
- Check spelling (“top knotch, Ttrainer, wirter, Lieuteriants, assigne”).
- “He is ready to lead a platoon, promote to CPT.”
- “Concur w/rater.” “The rater has said it all.”
- “Top 1% of all LTs in the Army (marked Center of Mass) (large profile)
- “This LT is one of the top 2 I rate in the Bn.” (rates 2)
- “Clearly in the top 5% of the LTs I rate.” (small population)

SENIOR RATER'S PORTION - PART VII

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

☐ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

I currently senior rate_____officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☐ YES ☐ NO *(Explain in c)*

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

☐ ABOVE CENTER OF MASS
(Less than 50% in top box; Center of Mass if 50% or more in top box)

☐ CENTER OF MASS

☐ BELOW CENTER OF MASS RETAIN

☐ BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE / POTENTIAL

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

SENIOR RATER'S PORTION - PART VII

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

[X] BEST QUALIFIED [ ] FULLY QUALIFIED [ ] DO NOT PROMOTE [ ] OTHER *(Explain below)*

I currently senior rate 16 officer(s) in this gra

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review [X] YES [ ] NO *(Explain in C)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: CPT BUCK, GEORGE 999999999

SR: COL SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 1

c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL

CPT Buck is one of the best Captains I senior rate. I personally selected him from a group of carefully screened candidates to command an elite OPFOR rifle company. A consummate officer, CPT Buck leads by example, is soundly grounded on tactics and shares his soldiers' sacrifices and challenges. Must select this combined arms warrior for Major and early attendance to CGSC.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Battalion S-3, Battalion Executive Officer, Brigade S-3;
Would serve Army best in OPCF/11

SENIOR RATER'S PORTION - PART VII

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

[X] BEST QUALIFIED [ ] FULLY QUALIFIED [ ] DO NOT PROMOTE [ ] OTHER *(Explain below)*

I currently senior rate 16 officer(s) in this gra

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review [X] YES [ ] NO *(Explain in C)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: CPT BUCK, GEORGE 999999999

SR: COL SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 2

c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL

CPT Buck is one of the Top 3 Captains I senior rate. I personally selected him from a group of carefully screened candidates to command an elite OPFOR rifle company. A consummate officer with great command presence. CPT Buck leads by example, is soundly grounded in tactics and shares his soldiers' sacrifices and challenges. Outstanding warrior leader, whose educational background and personal desires indicate he would best serve the Army as an Information Systems Manager. Must select BZ for Major and early attendance to CGSC.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Division Automation Management Officer, Corps Staff AMO, Combat Service Support AMO; Would serve Army best in IOCF/53

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

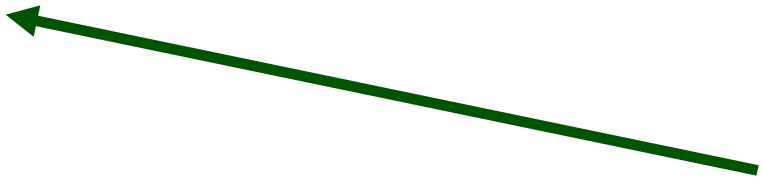
Battalion S-3, Division Automation Management Officer, Corps Staff AMO; Would serve Army best in IOCF/53

IMPACT of COM OERS

- Center of Mass File is different from a Center of Mass Report (many ACOM officers have COM reports). However, having all COM reports places an officer at risk.
- Most officers have received at least one COM (Over 92% of all CPTs; 87% of all MAJs; 85% of all LTCs). These figures continue to rise.
- A COM OER, by itself, is not a killer; all boards select officers with at least one COM report; over 18,000 selected so far (many of those had multiple COMs).
- Most of those who are successful will have a mix of ACOM and COM OERs, but some ACOMs in key jobs (BQ) are a must. Spikes in file are essential.
- Receiving all COM OERs will place you at risk beyond promotion to Major.
- Board results indicate officers with a mix of ACOMs and COMs are competitive to LTC.
- Enthusiastic, but not overexaggerated, narrative, often differentiates among COM reports.

OER Trends 67-9

	ACOM	COM	BCOM-R	BCOM-DNR	Not Eval	Total	%ACOM
BG	268	361	0	0	13	642	42.6
COL	5241	8729	21	13	260	14264	37.4
LTC	14214	21893	68	30	482	36687	39.3
MAJ	21845	34202	123	74	491	56735	38.8
CPT	33462	56920	336	287	777	91782	36.8
1LT	18194	31893	280	212	189	50768	36.0
2LT	3382	11187	133	112	14	14828	22.8
CW4	2105	4077	6	2	80	6270	34.0
CW3	4638	8577	19	16	124	13374	35.0
CW2	8263	14554	87	82	157	23143	35.9
WO1	947	2747	6	21	6	3727	25.5
TOTAL	112559	195140	1079	849	2593	312220	36.4



“Vast Majority of OERs arriving at DA are Center of Mass”

What are success rates with COM for promotion?

CPT Board Recessed 21 Nov 00

(Avg. 2.1 per file) (Selected 3089 w/ 67-9)

- 87% had at least one COM
- .4% No New OER
- 1701 Selects had two or more COM

MAJ Board Recessed 15 May

1

(Avg. 3.6 per file) (Selected 1629 w/ 7-9)

- 80%(1309) Selects had at least one COM
- BQ Position - 54% Selects had at least one COM
- 52%(853) Selects had two or more COM
  - **283 Selects had 3 COM**
  - **93 Selects had 4 COM**

LTC Board Recessed 28 Mar 01

(Avg. 3 per file) (Selected 1210 w/ 67-9)

- 71% Selects had at least one COM
- BQ Position - 47% Selects had at least one COM
- 472 Selects had two or more COM
  - **139 Selects had 3 COM**
  - **28 Selects had 4 COM**
  - **4 Selects had 5 COM**

What are success rates with COM for promotion?

First Board under OPMS XXI

COL Board Recessed 28 AUG 01

Operations

(Avg. 4.1 per file) (Selected 340 w/ 67-9)

- 72% Selects had at least one COM
- 37% Selects had two or more COM
  - **30 Selects had 3 COM**
  - **10 Selects had 4 COM**
  - **2 Selects had 5 COM**

Operational Support

(Avg. 3.9 per file) (Selected 66 w/ 67-9)

- 71% Selects had at least one COM
- 28% Selects had two or more COM
  - **3 Selects had 3 COM**
  - **2 Selects had 4 COM**

Institutional Support

(Avg. 3.9 per file) (Selected 41 w/ 67-9)

- 72% Selects had at least one COM
- 17% Selects had two or more COM
  - **1 Select had 3 COM**

Information Operations

(Avg. 4 per file) (Selected 24 w/ 67-9)

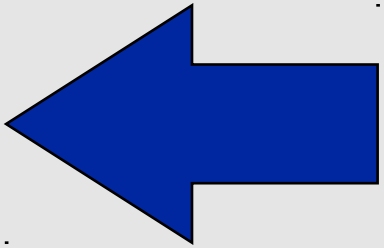
- 75% Selects had at least one COM
- 38% Selects had two or more COM
  - **1 Select had 3 COM**
  - **1 Select had 4 COM**

Managed Profile Technique

- **Senior Rater checks One Box**
- **DA Label: reflects box check, or comparison of box check to profile(if top box)**
- **Top Rating Dependent on Profile**

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- ☐ ABOVE CENTER OF MASS
  (Less than 50% in top box; Center of Mass if 50% or more in top box)
- ☐ CENTER OF MASS
- ☐ BELOW CENTER OF MASS RETAIN
- ☐ BELOW CENTER OF MASS DO NOT RETAIN



HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ACOM* or *COM* or *BCOM

RO: COL BUCK, GEORGE 999999999

SR: LTG SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 20

RATINGS THIS OFFICER : 2

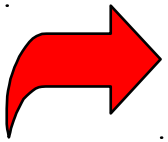
Managed Profile

RULE #1

SENIOR RATER BOX

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- ☐ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)
- ☒ CENTER OF MASS
- ☐ BELOW CENTER OF MASS RETAIN
- ☐ BELOW CENTER OF MASS DO NOT RETAIN



LABEL

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: COL BUCK, GEORGE 999999999

SR: LTG SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 20

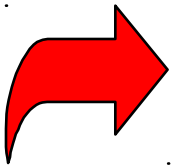
RATINGS THIS OFFICER : 2

RULE #2

SENIOR RATER BOX

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- ☐ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)
- ☐ CENTER OF MASS
- ☒ BELOW CENTER OF MASS RETAIN
- ☐ BELOW CENTER OF MASS DO NOT RETAIN



LABEL

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

BELOW CENTER OF MASS RETAIN

RO: COL BUCK, GEORGE 999999999

SR: LTG SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 20

RATINGS THIS OFFICER : 2

Regardless of profi

Managed Profile

Top block check gets ONE of two labels...

Process at DA

PROFILE IS

*
[3]
[17]
TOTAL [0]

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- [x] ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)
- [ ] CENTER OF MASS
- [ ] BELOW CENTER OF MASS RETAIN
- [ ] BELOW CENTER OF MASS DO NOT RETAIN

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: COL BUCK, GEORGE 999999999
SR: LTG SMITH 666666666
DATE: 98 07 18
TOTAL RATINGS: 20
RATINGS THIS OFFICER : 2

RULE # 3

- Top block check labeled "above center of mass"
when...
- profile is less than 50% in top block

- Board sees only label and above

Process at DA

PROFILE IS

*
[10]
[10]
TOTAL [0]

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: COL BUCK, GEORGE 999999999
SR: LTG SMITH 666666666
DATE: 98 07 18
TOTAL RATINGS: 20
RATINGS THIS OFFICER : 2

RULE # 4

- Top block check labeled

MANAGED PROFILE

Reinforcing Rules

- **First single Top Box at a given grade will generate ACOM label at DA, regardless of profile**
- **Can’t mention box check in the narrative**
- **Can only Restart in a grade with *your SR’s permission* and after 3 reports in that grade have been processed at DA**

Don't Misfire

- More painful to get on track with credible profile
- No Brainer - **Board sees only a COM label**
- Rated Officer thinks you lied - **INTEGRITY**
- Rating chain gets involved - **Pain and Embarrassment**
  - DISCIPLINE MEMO FOR SENIOR RATERS WHO FAIL TO DISCHARGE THEIR RESPONSIBILITY
    - SENT Thru - RATING CHAIN
    - CSA to GENERAL OFFICERS
    - CG PERSCOM to COLs AND BELOW
  - Annotated on 67-9-2 - filed in SRs OMPF and hard copy before Selection Boards

- **Senior raters support.**
  - 8264 senior raters; 12 MISFIRES to date.(ACOM box checks which produced COM labels)
  - Initial phase where all senior raters are contacted prior to processing a potential MISFIRE, has helped educate senior raters.

OER's By Senior Rater **Senior Rater:** **State UT** **Unit :**

To Senior Rater: Please make corrections to these OERs as requested below then fax, mail or email your response by th

The Personnel Division, ARNG, is providing this report to assist you in correcting your misfires. A misfire occurs when the senior rate
more officers of a given rank as ACOMs (Above Center Of Mass) than allowed by regulation. ACOMs may only account for 49% or le
number of rated officers of that given rank, per Department of the Army Regulation 623-105. A maximum of one ACOM may be award
fewer officers being rated per rank.

Name	Rank	SSN	Checked	Change	ACOM	COM	BCOM_R	BCOM_NR	Action	Received	Status
	CW2	528575659	COM	COM	0	1	0	0	None	19990618	Completed
	CW2	528158210	COM	COM	0	2	0	0	None	19991129	Completed
Current number of ACOM, COM(and lower)					0	2					
Maximum number of ACOMs allowed;					1						
Senior Rater: The number of the ACOMs listed above that should be changed to COM (or lower)										**0**	
	CW3	528948215	ACOM	ACOM	1	0	0	0	None	19990820	Completed
	CW3	528948215	ACOM	****	2	0	0	0	None	20010323	Profile
Current number of ACOM, COM(and lower)					2	0					
Maximum number of ACOMs allowed;					1						

Status Column Key: EXAMIN: Report is with Examiner; PROFILE: Calculation of Senior Rater Profile not complete; REVIEW: Chang
COMPLETED; Profiled Report cannot be changed; REJECTED: Duplicate report or OER returned due to error;

Senior Rater: Please respond as follows if changes are requested above:

1) Email your name, state, ssn, and for each OER to be changed Name(Rated Officer's), rank, SSN, new OER category(ex. COM
example: Rater: Ray Ratesemhigh, 123-45-6789, PA. Please change Sam Shorttimer, CW4, 234-56-7890, for period thru 1999
Please email to Mike.Fowler@ngb.army.mil. If you have questions call Mike Fowler at 703-607-9123 or DSN 327-9123.

or 2) Annotate this form changing the OER by CLEARLY marking through the incorrect ACOM and CLEARLY writing in the correcti
Please sign and date this form then either fax to 1-703-607-7184 or DSN 327-7184 attn:ARP-C(Mike Fowler)
or mail to the National Guard Bureau, 111 S. George Mason Drive, ARP-C(OER Section - Mike Fowler), Arlington, VA 22204

SIGNATURE REQUIRED(for faxed or mail responses):_____ Title:_____

SMALL POPULATION/ SMALL PROFILE

SELECTION BOARD INSTRUCTIONS:

(1) Check Box in VIIa - same grade in population ***(3 OR LESS = Small Population)***

(2) Check DA label: "Total Ratings"&"Ratings this Officer"

(5 or less = Small Profile)

(3) Focus on "Narrative"- VIIc

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

[X] BEST QUALIFIED [ ] FULLY QUALIFIED [ ] DO NOT PROMOTE [ ] OTHER (Explain below)

I currently senior rate 1 officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review [X] YES [ ] NO (Explain in C)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT

CENTER OF MASS

RO: CW3 BUCK, GEORGE 999999999

SR: LTC SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 1

RATINGS THIS OFFICER: 1

c. NARRATIVE COMMENTS ON PERFO[illegible]ENTIAL

CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting capability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical abilities. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE C[illegible] THROUGH LPC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

DIV Maintenance Officer, TRADOC Instructor, USCOM Doctrine writer

OER BATCH PROCESSING

- **Batch processing at PERSCOM--**

Arrive on same day
From same senior
In same grade

→ **SAME PROFILE**

2 *EXAMPLES* : Profile = 2 in top box; 4 in second box.
ior rater is forwarding 2 top box reports to PERSCOM

Both arrive on the <u>same day</u>:

- **Profile becomes 4 in top box; 4 in 2d box.**
- **Top box on both <u>not less than 50%</u>;**
- **Both receive "COM" label**

Process on <u>separate d</u>

- **Profile on 1st: 3 top box; 4 in s**
  - **Top box <u>less than</u> 50%-- ACOM**
- **Profile on 2nd: 4 in top box; 4 i**
- **Top box <u>not less</u> than 50%-- CO**

Cannot Hold OERs Past 90 Days

Perception - Its **OK** to hold reports past suspense in order to sequence

- **No!** Over 1 Year into system, profiles should be established, Boards beginning to question.
- **90 days** to submit reports to DA -- Required by Regulation.
- **Late Statistics Report** by name (Senior Rater) to field, Beginning 1 April.

Commanders are responsible for the integrity of the OER System

NEW SENIOR RATER PROFILE REPORT DA FORM 67-9-2

SENIOR RATER PROFILE REPORT
OFFICER EVALUATION REPORTING SYSTEM
FOR USE OF THIS FORM, SEE AR 623-105; PROPONENT AGENCY IS ODCSPER

A. NAME	B. SSN	C. RANK	D. DATE OF REPORT

	CURRENT OER PROFILE					PROFILE HISTORY		
	ACOM COM	COM	BCOM RETAIN	BCOM DO NOT RETAIN	Total Ratings	1st Block COM	Total Ratings	% ACOM
COL								
LTC								
MAJ								
CPT								
1LT								
2LT								
CW5								
CW4								
CW3								
CW2								
WO1								

DA FORM 67-9-2 1 NOV 97

Sent to Senior Raters Annu

Available upon request any

Filed in Senior Rater's OMI

GI POINTS OF CONTACT

OER Processing Questions, Senior Rater Profile Questions:
SPC Nichole Bonham, 523-4902

Officer Records:
SFC Kent Bingham, 523-4547
SSG Brian Schiele, 523-4543

Officer Policy & Branch Managemer
MAJ Brian Young, 523-4940
MAJ Bryce Taggart, 232-9290